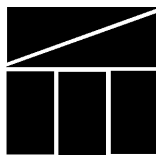


# *Strategic Planning Instructions*



**Virginia Department of Planning and Budget  
April 2003**

This packet contains instructions for reporting/updating information on agencies' strategic plans. Higher education institutions are not required to submit this information to DPB. Other exceptions to this reporting requirement will be communicated by DPB directly to agencies.

**Agencies are to provide the following planning information to their cabinet secretariats no later than May 21, 2003.**

Many agencies currently implement strategic planning processes independent of DPB requirements, and find these beneficial for enhancing their overall performance. DPB encourages these agencies wishing to continue implementing a more thorough strategic planning process than that required by DPB to do so. Agencies should use a strategic planning process that involves agency staff, cabinet secretariats, and other stakeholders as appropriate. The [Planning and Performance Handbook](#) and other performance management training materials are available on the *Virginia Results* web site (<http://www.dpb.state.va.us/VAResults/VRHome.html>). These materials can provide helpful guidance and suggestions in support of these efforts. Additionally, DPB staff can provide assistance to agencies on a limited basis. Contact your DPB budget analyst for further information.

## **STRATEGIC PLANNING INFORMATION**

Agencies are to submit in "hard-copy" or paper format to DPB and their cabinet secretary the strategic planning information described below.

- **Mission statement.** The agency mission statement should clearly and succinctly describe the agency's primary purpose(s). The statement should be broad enough to provide agency-wide strategic direction, yet specific enough to communicate the reason for the agency's existence to those not familiar with the agency's work.
- **Key activities and associated outcomes.** Key activities are the primary functions that your agency performs to carry out its mission, and should convey a sense of what the agency is trying to accomplish. Outcomes are the changes/benefits experienced by intended beneficiaries at least partially as a result of agency services provided to them. Changes/benefits typically relate to beneficiaries' behavior, condition, knowledge, attitude, skills, and values (e.g., change in reading ability, employment status). List as many activities and as many outcomes per activity as necessary to describe your agency's primary functions and intended results.
- **Key customers and their needs for each activity.** Brief descriptions of the agency's key customer groups, listed for each of the activities referred to above. Along with each key customer, a brief description of the customer group's primary needs is to be included. Key customers are the group(s) of individuals whom the agency exists to serve and the primary intended beneficiaries of agency services. Key customer needs are what these customers require to realize the intended benefits of or to be satisfied with agency services. This list of key customers and their associated needs must be consistent with the mission statement. List as many key customers and their associated needs as necessary.
- **Organizational chart.** Include a current, agency-wide organizational chart.

**Agencies are to provide the following planning information to their cabinet secretariats no later than May 21, 2003.**

## CRITICAL ISSUES

Submit to your respective cabinet secretary with a copy to DPB brief descriptions of the most significant critical issues the agency will face during the current administration. Critical issues are opportunities and challenges that may significantly impact the agency's ability to accomplish its mission. Additionally, when identifying their critical issues agencies are to consider their key activities and how they will operate with reduced resources into foreseeable future.

Agencies are to submit critical issues in the following categories:

- Operational/administrative/organizational issues
- Statutory issues
- Regulatory issues
- Budgetary issues

List as many issues in each category as necessary to describe your current and anticipated strategic environment.

## STRATEGIC BRIEFINGS

Strategic briefing meetings may be held with selected agencies to include the agency head, finance staff, cabinet staff, and representatives from the Governor's office. The purpose of the meetings will be to discuss agency critical issues and proposed plans to address them. Instructions regarding strategic briefings will be provided at a later date.

## COORDINATION WITH BUDGET (SCHEDULE OF EVENTS)

Date	Budget Development Action
April 2003	Capital planning instructions issued by DPB
May 21, 2003	Agencies submit Strategic Plans
May 2003	Preliminary list of capital requests provided to DPB
June 2003	Emergency capital projects authorized by DPB for submission
June-August 2003	Strategic Briefings held
July 1, 2003	House Bill 2097 becomes effective
July 2003	Agencies submit maintenance reserve projects
Mid-July 2003	Base budget instructions issued to agencies
September – December 2003	Budget development for 2004-2006 biennial budget
Early September 2003	Agencies submit base budgets
Mid-September 2003	DPB issues instructions for budget requests
October 1, 2003	Agencies submit budget request for 2004-2006 budget
October 2003	Governor's Governor's Advisory Council of Economists meets
November 1, 2003	Governor submits six-year capital plan
November 2003	Governor's Advisory Board of Economists meets

<b>Date</b>	<b>Budget Development Action</b>
December 17, 2003	Governor submits budget for the 2004-1006 biennium
Date TBD	Cabinet approves agency strategic plans

## **REPORTING DUE DATE**

**Agencies are to provide this planning information to their cabinet secretariats, as instructed above, no later than May 21, 2003.** Any exceptions to this reporting requirement will be communicated by DPB directly to agencies.

**NOTE:** All agency strategic plans will remain “**CONFIDENTIAL GOVERNOR’S WORKING PAPERS**” until after the strategic briefing meetings are held and the appropriate Cabinet Secretary has approved the strategic plans.